

# mpact Report

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# Introduction



# Introduction

#### A welcome by Andrew George, Chair and **Axel Heitmueller, Managing Director**

This report showcases the highlights of our work over the last 12-18 months, a period which saw the global Covid-19 pandemic take force in March 2020. Covid-19 has forced us to re-evaluate how and where we work, and how we shape our services and our organisational offer in this new and radically different world.

When the pandemic took force in March, we refocused most of our efforts and capacity to support the fight against Covid-19. We provided a broad range of support to our members across North West London including operational support to the incident command structure, data acquisition, analysis and modelling to support decision making. We also mobilised a range of projects and programmes to support their response to the pandemic, certain that ICHP's strong expertise in analytics, strategy, project management and communications would prove to be invaluable to the sector's response to the pandemic.

The response to this support was overwhelmingly positive and we successfully pivoted the vast majority of ICHP's effort towards supporting the sector's Covid-19 response in a matter of days - delaying or stopping much of our previous 'business as usual' activity. We also supported a number of staff who are clinically trained to return to frontline services if they volunteered to do so.

Though the pandemic continues to dominate our lives and much of our work at ICHP, we must continue to build on the significant impact we have delivered for our members and partners in North West London. Work, which is now, more than ever, set in the context of a system under relentless pressure to deliver more effectively and more efficiently.





The last 12-18 months has also seen us increasingly asked to support the development of system wide clinical strategies, drawing on our capabilities in public and stakeholder engagement, data analysis creating actionable insights as well as a deep understanding of to the policy and political contexts.

We are proud to be at the forefront of revolutionising the way health information is used to treat and prevent disease through leading Discover-NOW, the Health Data Research Hub for Real World Evidence. Announced in October 2019. as one of seven pioneering data hubs commissioned by Health Research UK, our unique partnership brings together NHS organisations, globally recognised academic, commercial and charity partners as well as patients and the public.

ICHP has led OneLondon's rigorous and progressive programme of public engagement over the last two years. A key element of this has been the design and delivery of a large-scale deliberative engagement process - the Citizen's Summit - with the support of Ipsos MORI and the King's Fund enabling Londoners to explore trade-offs and make informed recommendations to shape policy that creates trust. This this led to us being asked to lead a London-wide dialogue and deliberation relating to the next phase of the response to Covid-19.

To balance the increased demand for our services, we're growing as an organisation - we value the strong partnerships enabling this trajectory as we continue to work with an increasing number of members and clients from both North West London and beyond.

At the end of 2019, we expanded our leadership team with new appointments to our Executive and Non-Executive Teams. We welcomed GP and author Dr. Jonty Heaversedge as Clinical and Executive Director and Mark Kewley, who has significant experience leading transformation in the NHS, as a Director. Dr. Victor Dzau and Dr. Adam Hill joined us as Non-Executive Directors. Victor is the President of the National Academy of Medicine and Vice-Chair of the Research Council, and Adam is a Visiting Professor in Global Health Innovation at Imperial College London and is the Chief Executive Officer at Oncimmune plc. We look forward to working with them all and their contribution in shaping the future direction at ICHP.

#### To round off this unprecedented year, and underpinned by consistently high standards in our customer satisfaction scores, some additional highlights include:

- Our data analysis of the healthcare needs of bomb blast victims has
- We also have developed and supported the reconfiguration of HIV services between member organisations.

Andrew George Chair

Axel Heitmueller **Managing Director** 



• Our work on the National Programmes PReCePT and TCAM has been recognised at regional and national levels. In November 2020 our PReCePT won the HSJ Patient Safety Award for "Best Partnership Solution for Improving Safety". For TCAM, we completed 764 referrals, therefore exceeding the NHSE target of 45.

• The Mayor of London announced a new £2.35m scheme to support people with mental health needs sleeping rough. ICHP was commissioned to lead this work.

• We have been working with West London NHS Trust and Universities of Surrey and West London to Improve cervical screening for women with mental health conditions.

• We developed and launched our AF High Impact Intervention Tool which helps commissioners make more informed decisions on care for patients with AF.

created a model that enables healthcare professionals to better plan resources, both immediately and in the long term, following a blast.

• We supported the sector in developing a NWL option in response to the Royal Brompton move to Guys and St Thomas', acting as secretariat and strategy support function providing a semi-neutral space for members.



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ICHP has been on a journey over recent years, and we reached an important milestone this year with the development of our new organisational offer for the health and care sector and our new brand.

Imperial College Health Partners (ICHP) is a partnership organisation bringing together NHS providers of healthcare services, clinical commissioning groups and leading universities across North West London.

We are also the designated Academic Health Science Network (AHSN) for North West London.

We were created by the NHS to support complex change across the health and care sector - innovating and collaborating for a healthier population. ICHP is part of the NHS family and our success is the success of our partners. At the same time, we are sufficiently removed from the daily pressures of the health and care system enabling us to provide a fresh perspective, headspace and a bridge into other sectors and industries.

We are therefore uniquely placed to understand the challenges within the NHS, its structures, processes, policies and culture and help solve complex problems. Our team of diverse and committed experts have the tools, networks and skills to quickly understand and tackle these challenges. We are motivated by our values of creating high quality impact, asking the difficult questions and bringing together the right people to solve a challenge.

We are determined to deliver the highest quality of service to help our clients deliver more effective and efficient health and care to their populations.



#### **Our capabilities**

We effectively help our clients to navigate and deliver complex change throughout the health and care sector through a range of capabilities...

#### Strategy and planning

We have an experienced team with significant expertise in policy and business strategy development, and a track record of developing politicallysensitive change programmes.

#### **Solution sourcing**

We efficiently scout for and find solutions, mapping on to clinical and operational challenges through our extensive international innovation networks, while being agnostic to type and source.

Engagement of complex sets of stakeholders such as clinicians, patients and citizens, policy makers and other relevant groups in progressive ways and throughout our work is part of our core DNA.



#### Data analysis and insight

Grounding all of our thinking and work in robust, actionable insights derived from a variety of data assets including realworld evidence, using one of Europe's largest longitudinal linked-data sources.

#### Implementing change

Our diverse team and our value-driven business model allow us to support clients beyond problem definition and solution finding, and provide skills, experience and a deep understanding of the NHS, in order to facilitate the implementation of complex change, including whole pathway redesign.

#### Engagement

#### **Communications** and storytelling

Using creativity and storytelling to inform, inspire and engage as well as amplify our learning.

#### **Our pillars**

It's the combination of what we do and how we do it that creates value. ICHP can uniquely deliver evidence-based complex change because of:

### Our approach to innovation

Finding new ways to deliver change and solve problems

#### **Our people and culture**

Diverse, committed and outcome focused experts; motivated by public sector values and tenacious about quality



### Our connections and collaborative style

Part of the NHS family whilst also connected to industry and innovators – we bridge the gap and can make connections that count

#### Our smart use of data

Creating actionable insights to underpin effective change



# Delivering complex change



# Delivering complex change

At ICHP we work in partnership with our members and clients, helping to address the complex challenges they face. We believe that innovation can be a powerful trigger to create new ways of working. We foster a culture of innovation with our clients to help them adapt and then adopt to deliver lasting change.

Over recent months we have delivered a variety of complex projects ranging from clinical strategy development to a pan-London project to facilitate the co-design of new mental services and pathways for rough sleepers.

Here are a few examples of our more recent work:



### **Transfer of Care Around Medicine (TCAM)**

#### The problem

The Transfer of Care Around Medicine (TCAM) NHS England national programme aims link up **community pharmacists with patients** after their discharge from hospital. When some patients leave hospital they may need extra support taking their prescribed medicines safely and effectively. This process is associated with an increased risk of adverse effects – **30-70%** of patients experience unintentional changes to their treatment or an error is made because of a miscommunication. However, research has shown that patients who see their community pharmacist after discharge from hospital are **less likely to be readmitted** and, if they are, will experience a **shorter stay**.

How we helped

Since 2019 ICHP have worked with Trusts and Local Pharmaceutical Committees (LPC) to develop a **local 'transfer of care' pathway**,and implement a secure electronic referral platform (PharmOutcomes<sup>®</sup>) through which discharge summaries are sent to community pharmacists to provide **post-discharge medicines support**.

#### **Capabilities used**



Solution sourcing



Data analysis and Insight



Engagement



Implementing Change

### 500 completed referrals

70%

Since launch, our 3 live Trusts have achieved more than **500 completed referrals**, with six further hospitals beginning to send referrals by April 2020.

**70% referral follow up rate** by community pharmacists despite no payment, underpinned by ICHP/LPC operational support, regular TCAM webinars/comms, etc.



764 completed referrals, therefore exceeding NHSE target of 453. We've been very happy that this system has been introduced because all pharmacists have been doing [this service] for years – by getting faxes from hospitals, chasing GP surgeries or asking patients to bring in the discharge summary themselves. This way we know what is happening before the patient walks in our door. Patients are very surprised that I know they're on new medication. It improves our relationship with the patient – it shows them we are working as a team with their GP and hospital."

Anar Tejani, Community Pharmacist

### **Royal Marsden Patient and Staff Engagement**

#### The problem

The Royal Marsden NHS Trust was looking to standardise its administrative processes but did not have an oversight into how these were run in all departments and what would be the best way to achieve an effective standardisation.

#### How we helped

ICHP ran an extensive engagement process with both staff and patients across the Royal Marsden's two sites, collating feedback on current administrative processes from users across departments. We analysed this data and made recommendations for rolling out a new unified digital patient platform.

patients Sutton and Chelsea sites

involved and consulted across

### more than 150 staff

engaged with the process across admin and clinical groups

#### **Capabilities used**



Solution sourcing



Engagement

ICHP's recommendations have been incorporated into the Marsden's two-year digital transformation

programme. As the trust moves to a digital patient platform, patients will have access to this patient portal, where they can change their own appointments, submit basic patient information and be more in control of their appointments.

### PINCER

#### The problem

PINCER is a pharmacist-led IT intervention for reducing clinically important errors in general practice prescribing. It automatically identifies patients who might be at risk of medications-related harm, for the practice to assess. Trials have shown that it reduces error rates by up to 50% following adoption.

#### How we helped

Working directly with GP practices and practice pharmacists, ICHP has been rolling out PINCER across North West London since January 2019. As well as introducing the system to practices we have been delivering PINCER training to ensure it can be used effectively. 50 pharmacists

have taken part in the full three-part training organised and led by ICHP

295 GP practices

Engaged **295 GP practices**, who have uploaded 207 times to the national database allowing them to identify areas of success and concern.

#### **Capabilities used**



Smart use of data



Data analysis and Insight



Engagement

# **158** fewer patients

are at risk of medicines-related harm after running the first complete cycle of PINCER.

ICHP really helped our organisation with the training and rolling out of PINCER. I have previously been involved in carrying out reducing medicines related harm work through audits in primary care, but the key difference is this got me thinking about root causes of errors and how to prevent errors from occurring in the future. Developing action plans will allow us to create safer prescribing practices across our PCN and track progress in improvement of prescribing, which is motivating for practices to implement further change in the future. ICHP exceeded my expectations as it is an area I've worked on before I wasn't expecting much to change in my practice. I was surprised to see that it got me thinking of new ways of working and different approaches to use through discussions with colleagues on training days. I feel it empowered me to take the lead on medication interventions. I definitely recommend ICHP to colleagues as the level of support has been great."

**Pharmacist, West Middlesex Hospital** 

### **PReCePT - Reducing cerebral palsy through improving** uptake of magnesium sulphate in preterm deliveries

#### The problem

Around one in 10 babies of very low birth weight develop a form of cerebral palsy. It is estimated that the lifetime cost per patient with cerebral palsy, including health care, productivity and social costs, is in the region of £830.000.

PReCePT is an evidence-based, cost-effective intervention designed to help reduce cerebral palsy in pre-term babies through the increased antenatal administration of magnesium sulphate (MgSO4) to mothers during preterm labour, costing around just £1 per individual dose.

For every 37 mothers below 30 weeks gestation who receive magnesium sulphate, one case of cerebral palsy is prevented.

#### How we helped

ICHP has worked with six maternity and neonatal units across North West London. Since implementation of the PReCePT programme, ICHP have raised the MgSO4 uptake level to 96%, from a baseline of 62% significantly reducing the risk of babies being born with cerebral palsy.

Our contribution has been recognised at regional and national levels at the NW London Patient Safety Programme Board, Local Maternity System and NHS England. The collaboration has also won the 2020 HSJ Patient Safety Award for "Best Partnership Solution for Improving Safety" and was also nominated in a second award category.

#### **Capabilities used**



Solution sourcing



**Data analysis** and Insight



Engagement



Implementing Change

expectant mothers sulphate

90 expectant mothers identified to be at risk treated with magnesium



**Prevented** cerebral palsy in three babies

£1.6m avoided cost to NHS

£1.6 million



Our work has won a 2020 - HSJ Patient Safety award

The PReCePT project gave us the opportunity to work cohesively together as a wider team in partnership with Imperial College Health Partners to really make a difference to the lives of babies born prematurely in our units and their families. I am so proud of the work of our committed clinicians who educated all members of our maternity teams to deliver this effective simple treatment. The support provided by ICHP was invaluable and working with them has been amazing. "

Mandish Dhanjal, Clinical Director Maternity, Imperial College Healthcare Trust

### **Rough sleeping and mental health project (RAMHP)**

#### The problem

Approximately half of people sleeping rough in London are recorded as having mental health needs, but many do not have access to the specialist support and treatment they need. We have been working closely with the Mayor of London on this two-year project to test how new collaborative ways of working can provide targeted support and help people leave the streets for good. Dedicated teams of mental health practitioners will join outreach workers on the streets. They will provide people sleeping rough with flexible, accessible mental health support, which better understands their needs and ensures they receive the appropriate assessment and treatment.

#### How we helped

In the first phase, we worked with the Greater London Authority (GLA) on the programme design and initial set-up. We undertook stakeholder engagement, including with people with lived experience, to get a better understanding of the problem the project was trying to solve, combining this with data analysis to understand the relative need across the programme's geography. As a result, we were able to make a series of recommendations to the GLA regarding programme design and approach. We then ran a series of workshops, with attendees including mental health trusts, local authorities and homeless outreach services, to co-develop services which met each locality's needs. We also developed an initial evaluation and monitoring framework for the programme.

### London Boroughs health trusts.

The programme covers sixteen London boroughs and four mental

We've established a **Co-design Advisory Group** with people with lived experience to ensure that their voices are embedded within the programme.





We've also set up regional steering groups with cross-system partners to support local co-delivery and a Community of Practice to enable shared learning across the programme.

#### **Capabilities used**



Strategy and planning



Data analysis and Insight



Engagement



Implementing Change

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Communications & storytelling



ICHP has now been appointed as co-ordinator for the **programme** for its two-year duration.



ICHP were a fantastic fit for managing the first phase of the RAMHP. Their experience in data analysis and service design was invaluable, but perhaps most important to the project's success was their truly collaborative and facilitative way of working with a wide range of partners during both the design and the implementation. They helped create an enthusiasm and sense of shared vision amongst the programme's key stakeholders which still remains today. We received lots of positive feedback from NHS trusts, rough sleeping services, MHCLG and others about ICHP's approach to the role and the quality of their work."

David Orton, Senior Policy and Project Officer (Rough Sleeping), Housing & Land **GREATERLONDON**AUTHORITY

# Smart use of data

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PUBLIC INTERFACE IGUE AT PUBLIC IBUTTON CREATE

PUBLIC CLASS WINFACTOR

APPEARANCEARRAT APPEARANCEARRAT APPEARANCEARRAT FINAL JAVA.UTIL.RA

FINAL INT RANDOM RETURN APPEARANCE

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#### **Discover-NOW** Health Data Research Hub for Real World Evidence

**Discover-NOW**, the Health Data Research Hub for Real World Evidence, aims to revolutionise the way health data is used responsibly for research into treating and preventing disease.

Led by Imperial College Health Partners, brings together NHS organisations, globally recognised academic, industry, technology, research and charity partners as well as patients and the public focussed on the use of realworld health data for research.

It brings together NHS organisations, globally recognised academic, industry, technology, research and charity partners as well as patients and the public focussed on the use of realworld health data for research.

**Discover-NOW supports access to one of the largest** depersonalised linked health data sets in Europe, called Discover, which brings together real-world patient health data, in a safe, secure and Trusted Research Environment (TRE). Initially this is across a population of more than 2.3 million in North West London, then scaling to nearly 9 million across London and beyond over time.

The Hub also offers leading regulation ready and GDPR compliant tools, technologies and expertise to support RWE health research and improvements. These include a high-performance analytics environment, methods including machine learning, a feasibility and research recruitment tool, as well as a consent to contact register of more than 6,000 people.

This combination of real-world data access, Trusted Research Environment, tools, technologies and expertise means Discover-NOW creates unrivalled opportunity and potential in how real-world evidence can be used to transform health and care for patients. It offers clinicians, researchers and scientists, supported by the people of North West London, the ability to accelerate the development of new treatments, devices and apps to more effectively manage, and even prevent health conditions.

Discover-NOW is underpinned and governed by robust information governance arrangements. The Discover-NOW team supports the navigation of data access requests as they are processed by the North West London data controllers and reviewed and authorised by the NWL Data Access Committee.





#### Key offer



Highperformance analytics environment along with methods and expertise



Feasibility and research recruitment tool



Consent to contact register of over **6,000** people.

### **Population Health**

Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care System (ICS)

#### The problem

Our Population Health Management (PHM) approach aims to improve public health by taking a data-driven approach, segmenting the population in order to design targeted interventions. Bedfordshire, Luton and Milton Keynes ICS was looking to design its PHM approach in parallel to developing an integrated health and social care database.

#### How we helped

We ran an extensive consultation and education programme, including phone interviews and workshops with stakeholders from across the system, including the local authority,commissioners, and primary and social care. We also delivered PHM training for around 40 key members of staff. Through this process we were able to improve overall knowledge and confidence in the PHM approach, and support the team to define a PHM approach, vision and programme of work for the ICS.

40 key staff key staff members in PHM Almost 1 million people live in the **BLNK** area, with the 85+ age group expected to grow fastest in the next 20 years

#### **Capabilities used**



Solution sourcing



Implementing Change



Engagement



### **Development of in-house data analytics dashboards**

Our inhouse data experts have continued to support our members to gain more robust insights and better understand trends through online interactive dashboards. We currently have 50+ live data insight project areas with bespoke dashboards supporting each.



#### **Atrial Fibrillation (AF) High Impact Intervention Tool**

Developed in parternship with NHS Rightcare, the tool helps commissioners make more informed decisions on local care for patients with AF.

It measures the value of identifying and treating patients with AF, along with the impact of screening and of treatment-based interventions to help reduce variation in care for these patients.



#### **Suspicion of Sepsis (SOS) Insights dashboard**

For the first time ever, this dashboard enables organisations to see an overall picture of hospital admissions coded in the 'suspion of sepsis' category, allowing them to assess the scale at a local, regional, and national level. It ultimately helps to better plan and prepare local services, potentially saving lives across the country.

Our dashboard, using Discover data, measures uptake of the flu vaccination within the eligible population of North West London in order to enable more accurate resource allocation. The potential of such mapping brings a new resource for more targeted campaigns in the future.



#### Flu vaccine uptake dashboard

# Engaging communities





TED is a global community that brings together the world's leading thinkers and doers to share ideas that matter in any discipline.

In the spirit of 'ideas worth spreading', TED created TEDx, a programme of local volunteer-led events that bring together people to share a TED-like experience. Among these grew TEDxNHS.

TEDxNHS was founded as a unique movement to allow the voices of everyday NHS staff and patients to be heard on a national stage and spread their learning across the system. It aims to break down the walls that can exist between professions, organisations and cultures to share learning in a new and exciting way.

ICHP has been the single strategic partner of TEDxNHS since inception four years ago. We support both the operational delivery and strategic development of this initiative.

2019 saw the largest event in the programme's history. As a result of the growing success, TEDx in the U.S. has agreed that all videos can now be made public -previously only available to NHS staff.

Due to Covid-19 TEDxNHS 2020 has been postponed but we continue to support the team to develop and grow for the future and to provide a platform to spread and inspire change through the power of storytelling. **1000-**Over 1000 attendees



Livestreamed by 2,500 independent sites

6th trending topic on UK Twitter reaching over 24 million timelines





#### **OneLondon Citizens Summit**

We have led OneLondon's rigorous and progressive programme of public engagement over the last two years. A key element of this has been the design and delivery of a large-scale deliberative engagement process with the support of Ipsos MORI and the King's Fund enabling Londoners to explore trade-offs and make informed recommendations to shape policy that creates trust.

The Citizens' Summit concluded with participants' recommendations being presented to a panel of regional and national policy officials and politicians. The full report of this work, "Public deliberation in the use of health data", was published in June and is now being used to inform the development and use of health and social care data across London. Held over **two weekends** 

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citizens

Recruited from all 32 boroughs



Reflective of London's population



## Our work with industry



### **Our work with industry**

This year has seen some significant successes for developing our relationships and work with our industry partners. We have helped to generate **economic growth**; through our successful Discover-NOW Hub application and other activity we have generated £11.06m of investment, created 13 jobs and safeguarded 4 jobs.

We also have an **Innovation Exchange** offer for industry, which aims to support innovators to bring their innovations to market and also to support our healthcare partners to better articulate their needs. The offer has four core elements of support: **Needs articulation**, **Innovator support and sign posting, Real world validation and Supporting adoption and spread**.

We help innovators at all stages of development, helping them progress towards deployment of their product by offering a systematic approach to their development challenges, and also ensuring that they are meeting a real need in the system. Currently we see around 3-6 innovators a week, and help them translate their value proposition for health provider audiences as well as giving them the tools and knowledge to facilitate their own system discussions.

We offer the opportunity for accessing financial support through facilitating potential investment opportunities and, where appropriate, we also provide a commercial offer of evaluation support through Discover-NOW, providing real world evidence data and analysis for their innovation.

We have also produced a number of self-service digital tools to support innovators, and these are due to be published by Spring 2021. We are working hard to create an improved local eco-system for accelerating the adoption and spread of innovation, through supporting early stage investment to developing deeper connections with manufacturing design agencies.

#### **Key Highlights**



Launched the infrastructure for our **Evergreen Fund**, which aims to better align incentives between the investment community, entrepreneurs and NHS providers.



ICHP was the UK lead for the **EIT Health Investor Network**, a Europe-wide consortium of investors offering early-stage funding to promising healthcare start-ups.



#### Conducted two "investor lounge"

events this year, supporting innovators to attract further investment for their solutions

### Our work with neoHealthTech

#### The requirement

neoHealthTech provide remote monitoring solutions for those suffering from long term conditions. Its wearable Holter monitor provides ECG/EKG readings amongst other vitals through constant real time monitoring. This information is interpreted in real time through the patient's healthcare professional to assess whether interventions are needed. The device kit helps to monitor and search for a number of related long term conditions such as Paroxysmal Atrial Fibrillation. The aim of the device is to prevent stroke as well as reduce the number of unnecessary referrals which improves efficiencies and capacity as well as reducing burden. The product was ready for national spread based upon local success in North West London amongst other areas. neoHealthTech asked ICHP to help them navigate the complex NHS provider landscape to help rapid adoption of their solution.

#### How we helped

ICHP has helped neoHealthTech understand the needs of the system and define its value proposition to the providers. We have been able to offer unique insights about how they need to tailor the product to best solve system issues, helped to develop their business case and the combination of their services.

#### **Capabilities used**



Solution sourcing



Engagement





Amit Bhandari, Managing Director, neoHealthTech

# Covid-19 support and delivery



### **Covid-19 support and delivery**

In March, when we refocused most of our efforts and capacity to support the fight against Covid-19, our colleagues, members and stakeholders across North West London responded to our offer to provide our expertise to support their response to the pandemic.

We mobilised our teams quickly to ensure we presented a co-ordinated offer, with clear lines of communication. Three main workstreams were developed, as well as support in the pan-London incident rooms (Gold and Silver commands):

**Hospital:** Immediate operational support to incident rooms to enable better decision making and planning in response to acute Covid-19 related surge.

**Out of Hospital:** Developing a response to the community surge associated with Covid-19 including interventions with a particular focus on high-risk individuals and care homes to reduce hospital admission and facilitate discharge into community settings.

**Digital and data:** Enabling workstreams to support hospital and out of hospital workstreams.



We utilised our matrix way of working, which allowed us to draw together the right capacity skills and capability from a range of ICHP staff members creating multidisciplinary teams.

# What our members and clients say





#### What our members and clients say

Our customer satisfaction survey is shared with members and clients that we work with. It allows them to give feedback on our performance, ranging from their satisfaction with our services and how they rate the quality of our work, to if they would recommend our services to their colleagues.

Immediate engagement with complex subject, clear explanations of capabilities and requirements. ICHP is a brilliant and effective Integrated Care capability and the personnel are a pleasure to deal with. We look forward to a long working relationship with them." Emily Mayhew, Paediatric Blast Injury Partnership Imperial Internal Lead, Imperial College London

The advice we got will help us get past a hurdle we are facing in getting the product into use in a clinic in the NHS. We also got more general advice on how to approach the market that will help us plan our strategy with respect to the UK. I will recommend colleagues in similar situations to contact ICHP for advice." Päivi Österman, Director of Sales and Marketing, SOENIA by BrainCare Oy

Very clear and concise advice, no beating around the bush."

Anca Leucon, Head of Programmes, Cinapsis

Thorough and detailed, kept colleagues in both organisations to task and timetable, maintained momentum."

Very detailed analysis of data to enable us to have a structured focus on how to take our service forward. ICHP were able to gather and extrapolate data that would have been near impossible for us to get hold of." Rumina Hassan-Ali, Consultant Paediatrician, The Hillingdon Hospital NHS foundation trust

Very rich and productive conversations around concepts and outputs that enabled me to shape my projects much more accurately. They are able to navigate the data sources and have a deep understanding of health data so saved masses of time and effort."

Very professional and informative with real work experience" Susanne Smith, Transformation Lead, The Fast 800

# Looking ahead to 2021 and beyond



### Looking ahead to 2021 and beyond

We're very proud of our hardworking team and the careful thought and consideration they continuously give to the complex challenges that currently face the health and care sector.

As a result of the pandemic, there is potentially lasting transformative change for the population of North West London and beyond. We feel honoured to have been able to contribute to the local handling of the crisis over the last year, and we will continue to support our partners over the coming weeks and months. This year, more so than any other, we have demonstrated responsiveness to our members and delivered true impact in a really collaborative way; living our values and delivering impact.

The challenges presented by the pandemic are not behind us. It is now that we must continue to evolve and grow as an organisation, so we that we can continue to support our colleagues, members and stakeholders.





#### Find out more

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